

TRAINING 8-3

Training Officer, ORR

23 November 1960

SA to Ch/G/RR

Critique of Office of Training Intelligence Review Course  
24 October through 4 November 1960

1. Course Objectives

As stated by the Office of Training this course objectives were:

a. To provide an opportunity for experienced personnel to review the current status of the intelligence profession and to discuss organizational changes and relationships that might affect their duties and responsibilities to the Agency.

b. To review intelligence objectives and requirements and the current status of the intelligence process in fulfillment of them.

2. Course Organization and Content

a. Senior officers of the DD/I, DD/P and the DD/S presented a wide ranging discussion of Agency policies, functions, and responsibilities both past and present. In addition, members of the Departments of State, Defense, Commerce, Interior, and Agriculture described the roles of their agencies in the production of intelligence. The course consisted of presentations by individual speakers, or by panels of speakers, each followed by a question period.

b. The members of the class were drawn primarily from the DD/I with additional representation from the DD/P and the DD/S areas.

c. There was considerable use of graphics materials in the presentation of the course, and some useful written and graphic materials were given out to the members of the class, including a summary of overt collection activities and a reading list.

3. Evaluation of Course

a. The value of this course will vary between individual members of the class depending upon their day to day relationships to the various matters discussed; some subjects were relatively redundant, while others were somewhat unfamiliar and the review was most welcome. The caliber of the speakers was generally excellent and they had sufficient experience to permit their statements to carry authority. The general willingness to give direct answers to questions was appreciated.

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b. The mixing of members from the different DD's of the Agency added appreciably to the value of this course. An interchange of views and opinions was permitted through the discussions between individuals, and during the question periods, that added to the individual's understanding of the Agency as a whole.

c. From the point of view of the Cartography Division of ORR, I felt that the estimating process was not as clearly presented as it might have been. The personnel of this Division probably have less direct contact with the NIE process than most other divisions and could benefit by a more clearly defined step by step account of the process of an estimate through the production process. A clearer description of the DD/P and its component parts would have been useful to those members of the class who come from Cartography Division. Their contacts with DD/P are pretty closely circumscribed, more so than those of some other divisions, and a better understanding of the DD/P could enable them to be of increased service to it.

d. In the presentation of the Research and Reference Facilities part of the course no mention was made of the Map Library which is one of the three divisions comprising the Geographic Research Area. Maps and map information are certainly significant research and reference assets in this Agency and it is regretted that they were excluded from this part of the presentation.

e. I had hoped that more time would be spent discussing the problems of intelligence with some light thrown on possible solutions and future developments. An excessive amount of time was spent on the details of Agency history, something about which most personnel of this level of experience are generally familiar through previous training. Technological developments affecting intelligence, the prospects of either expanding our capabilities or narrowing our field of interest to fit our present capabilities, a candid presentation of the Career Service program, and a summary of security developments, are subjects that could have been developed to advantage.

#### 4. Recommendations

a. I would recommend that the DCI participate personally in this course. One of the reasons for giving this course is to strengthen the interest of the mid-career person in the Agency and to create a closer sense of identity with it. It would seem that this is a reasonable point at which the DCI could talk to a small group of his more experienced officers

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with a minimum expenditure of time. Many of this group have never seen him and those that have have usually had only infrequent contacts.

b. I would recommend that this course be repeated from time to time and on the same general basis as it was given this time. I would urge that care be taken to assure that the class is drawn from the various DD's and that it be directed more toward the future possibilities than it was this time, and with less emphasis being placed on the past.

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